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The Newspaper of the Non-Profit World

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WOMEN'S NEW CHARITY CLOUT

As both donors and fund raisers, they are becoming sophisticated and organized, and non-profits are scrambling to win them over

By HOLLY HALL

IN WHAT ONE OF THEM CALLS "a coming of age," women are playing a substantially larger role in American philanthropy, both as fund raisers and as donors.

At non-profit organizations around the country, women are being named to high-powered fund-raising jobs. And many charities are focusing on ways to encourage women, who make smaller gifts on average than men do, to be more generous. Many fund raisers say they have had to rethink their approaches to asking for gifts because solicitation styles that work well with men aren't always successful with women.

"We've reached a point of greater power in society, and many of us are in our most important years as professionals, consumers, and donors," says Kathleen D. McCarthy, director of the Center for the Study of Philanthropy at the City University of New York. "This will have implications for philanthropy and the way in which money flows into different kinds of institutions in society."

Nikki Newman Tanner, who co-chaired Wellesley College's recently completed $168-million campaign, says that the new attention to women in philanthropy marks "a coming of age for women. Some are seeing it as a rite of passage into the world of decision making and responsibility."

Among the developments:

► While women have outnumbered men in fund-raising jobs since the late 1980's, they are now taking more high-profile positions. Last summer Brown University became the first Ivy League institution to hire a female vice-president for development: Ann W. Caldwell, who is now running that university's just-announced $450-million campaign.

► Women are joining professional organizations of female fund raisers in dramatic numbers. The group Women in Development of Greater Boston has swelled from a dozen founders to 800 members in 10 years, while Women in Financial Development in New York has grown from 10 members to more than 300 in seven years. (See story on Page 25.)

► A new Center for Women and Philanthropy was created in 1989 at the University of Wisconsin at Madison with seed money donated by two alumnae. The center received its first grant from the Johnson Foundation of Racine, Wis., to pay for a conference in October that is intended to "set a national agenda for women and philanthropy."

► A national Network on Women as Philanthropists, started by two Wisconsin fund raisers last year, has generated so much interest that the founders say they have a hard time answering the mail and telephone calls. The network has grown from 25 fund raisers and donors to nearly 500, who share information through a newsletter. The group is making plans to hold regional workshops and other meetings.

► The National Council for Research on Women, a New York–based group, received a $127,727 grant

Continued on Page 22

JOHN FORASTE/BROWN UNIVERSITY

Brown University's Ann W. Caldwell, the Ivy League's first female vice-president for development: "The issue is to put higher expectations in front of women in terms of what they can do as donors."

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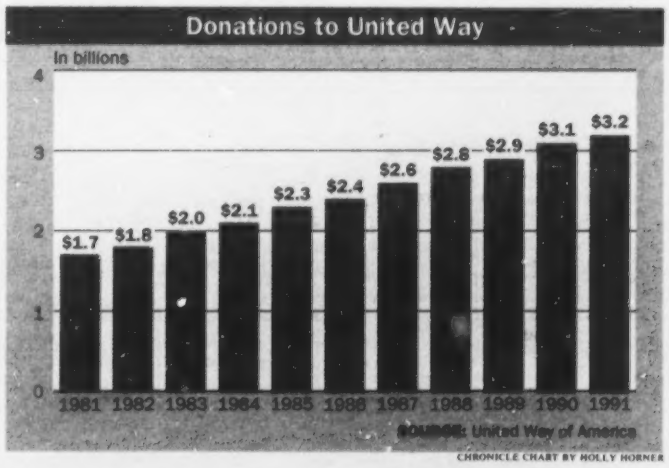

CHRONICLE CHART BY HOLLY HORNER

Small Rise for United Way
United Way raised almost $3.2-billion, a record, in 1991 (see chart above). But the increase was not enough to keep pace with inflation. Story on Page 26.

Ross Perot's Philanthropy
In his charitable giving, Ross Perot emphasizes traditional values, seeks to create world-class institutions, and expects to get results. Story on Page 6.

A complete guide to this issue appears on Page 3.

WHAT'S IN THIS ISSUE

A guide for the busy reader — Volume IV, Number 17

About Grant Makers

12 The Pew Charitable Trusts are announcing a new grant program that will spend as much as $56-million to help states improve their services to needy children.

8 The Robert Wood Johnson Foundation is giving $8-million to set up a new center to study and prevent substance abuse.

8 The Lynde and Harry Bradley Foundation has announced a new grant program to test the idea of school choice.

8 Rapid growth has led the Howard and Vira I. Heinz Endowments, which now have more than $1-billion in assets, to adopt a new management structure.

8 The Commonwealth Fund has had major changes in its senior staff.

16 The J. Roderick MacArthur Foundation has awarded a grant to support monitoring of major television evangelists' financial practices.

14 The John D. and Catherine T. MacArthur Foundation has announced the 1992 recipients of its "genius awards."

12 A new publication from the Council for Aid to Education offers guidance for corporations involved in school reform.

33 American foundations are asking the Treasury Department to back a special tax-treaty provision that would encourage philanthropy between the United States and Mexico (Tax Watch).

15 Recent grants by foundations, corporations, and other grant makers.

20 Summaries of annual reports from the Cleveland, Frey, and Alfred P. Sloan Foundations, the Colorado Trust, and the Foundation for the Carolinas.

About Non-Profits

29 After years of internal turmoil, the American Cancer Society has a new leader and a trimmed-down list of priorities.

30 Non-profit leaders concerned about federal limits on free speech are encouraged by two recent court rulings.

27 United Way of America is paring down its staff, considering changes in its structure, and responding to subpoenas from the Justice Department.

28 Boy Scouts of America is calling for a protest against three companies and a local United Way that have cut off support for the organization.

33 Thousands of investors were defrauded in a scheme involving church and non-profit-corporation bonds, the Securities and Exchange Commission has charged.

33 The IRS ruled that telephone solicitors who ask for donations of merchandise to a charity's thrift stores are self-employed,

AMERICAN CANCER SOCIETY

A new chief for the American Cancer Society **29**

which means that the non-profit does not have to withhold or match federal employment taxes (Tax Watch).

33 The Internal Revenue Service took too long to decide that a charity would lose its tax-exempt status, the U.S. Tax Court has ruled (Tax Watch).

33 Reports on charities by the Better Business Bureau and National Charities Information Bureau.

About Volunteers

12 A federal commission established to encourage volunteerism and community service has announced its first round of grants, worth $63-million.

8 A federal court has upheld a Pennsylvania school system's requirement that students do volunteer work.

10 Points of Light 781 to 793 were named by the Bush Administration.

Of Special Interest to Board Members

1 **Charities that want to garner more large donations from women will have to put more women on their boards, fund raisers say, but traditional patterns of recruiting trustees may have to be altered.**

26 **A college's board chairman challenged students, faculty members, and alumni to a series of athletic contests in order to earn a $1-million donation.**

About Fund Raising

1 Women are becoming more influential in philanthropy, both as fund raisers and as donors, and many non-profits are finding that asking women for large gifts requires some new techniques.

25 Female fund raisers are creating their own organizations to gain influence in the field.

26 United Ways raised a record $3.17-billion in 1991, but the increase was only 1.9 per cent, not enough to keep pace with inflation.

28 Action last week by a House of Representatives subcommittee could cause postage rates for charities to increase by as much as 60 per cent, but lawmakers said they wouldn't let that happen.

34 Telephone fund raising draws a higher response than direct mail, but choosing between the two isn't that simple, experts say (The Basics).

34 Ideas: Raising money by outdoing the board chairman, making every penny count, and getting furniture from an upscale department store.

35 A direct-mail appeal to aid Iraqi children after the Persian Gulf War did better than some experts expected.

8 A bequest will establish a $17-million endowment at the Minneapolis Community Foundation to help the poor; other recent gifts.

28 Update on campaigns for endowments and capital improvements.

About Philanthropists

6 Ross Perot's philanthropy is like his political campaigning: demanding results.

7 Muriel Siebert, the first woman to hold a seat on the New York Stock Exchange, gives away to charities half of her profits on underwriting new securities. She says it's both good philanthropy and good business.

Also In This Issue

32 **Press Clippings:** *The New York Times Magazine* on the MacArthur Fellows and *Washingtonian* on the man who investigated United Way of America.

40 **Opinion:** Mark Rosenman on the need for a renewed emphasis on altruism in the wake of the United Way controversy, and Pablo Eisenberg on supporting neighborhood organizations to help find answers to urban ills.

40 **Letters** on the Ford Foundation, United Way, volunteers, a book on non-profits, natural mothers, the bottom line for non-profit boards, and getting rid of fund raisers.

36 **Books:** Summaries of new publications on philanthropy, fund raising, and non-profit management.

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Rise in Gifts to United Ways Fails to Keep Pace With Inflation Rate

United Ways across the country raised a total of $3.17-billion in 1991. Although the drives raised $60-million more than the year before, it was the second year in a row that United Ways were not able to keep pace with inflation.

United Ways brought in 1.9 per cent more than in 1990, but inflation rose by 4.2 per cent in 1991. That means a 2.3 per cent loss in the amount of real dollars that United Way will distribute, on average, to 40,000 local health and social-welfare organizations.

At the same time that United Way announced its fund-raising figures, the federal government announced that its employees had raised nearly 7 per cent more through its 1991 Combined Federal Campaign.

United Way of America officials blamed the tight economy for the slow growth and said they were pleased that giving had not dropped off more, given how many people had lost their jobs. United Ways depend on workers for most of their contributions: 90 per cent of the money comes through on-the-job drives.

While many United Ways—and the charities they support—have been worrying about a drop in giving because of this winter's controversy over spending and management practices at United Way of America, the results announced last week do not provide much evidence one way or the other about the possible fallout. Most United Way drives had been completed by the time controversy surfaced in the press.

The largest United Way drive, run by United Ways of Tri-State in the New York metropolitan area, saw a tiny increase: $192.9-million was collected in the 1991 drive, compared to $192.8-million the previous year.

Among the nation's biggest United Ways—those that raise more than $9-million—the largest gains were achieved by two Florida drives. Orlando's Heart of Florida United Way post an 11-per-cent increase and Jacksonville's United Way of Northeast Florida raised 10.9 per cent more.

3.7% Drop in Ariz.

The biggest drop for a complete fall campaign was a 3.7-per-cent decline at the United Way of Greater Tucson in Arizona. Preliminary results from Los Angeles, where the campaign is not complete, showed a 4.4-per-cent decline and the only spring United Way campaign, in Rochester, N.Y., posted a 5.5-per-cent drop.

Over all, said Richard Fusco, senior vice-president for marketing at United Way of America, "I think it's a commendable result. It wasn't quite up to earlier expectations but the arrow is going in the right direction."

He said the decline in real dollars would hurt the programs and services provided by local charities, many of which already are struggling to keep up with increasing needs.

"The declining economy means people have less to give and creates a real pressure cooker for United Ways and its agencies," Mr. Fusco said. "It's going to create real gaps in services across the board."

K. Russell Weathers, national executive director of Camp Fire Boys and Girls—one of the biggest recipients of United Way aid—said most of its affiliates have been told they will receive about the same amount from the 1991 United Way drives that they did the previous year. But he said everyone was worried about next fall's United Way campaigns, both because of the sluggish economy and concern about the impact of the United Way of America controversy.

The $3.17-billion total is a preliminary figure that may be updated later, said Tony De Cristofaro, a spokesman for United Way of America.

A final total, along with details about the results of United Way drives across the country, is scheduled to be released in August.

$203.7-Million in 1991

The growth in United Way campaigns was about half that of the annual drive for federal workers.

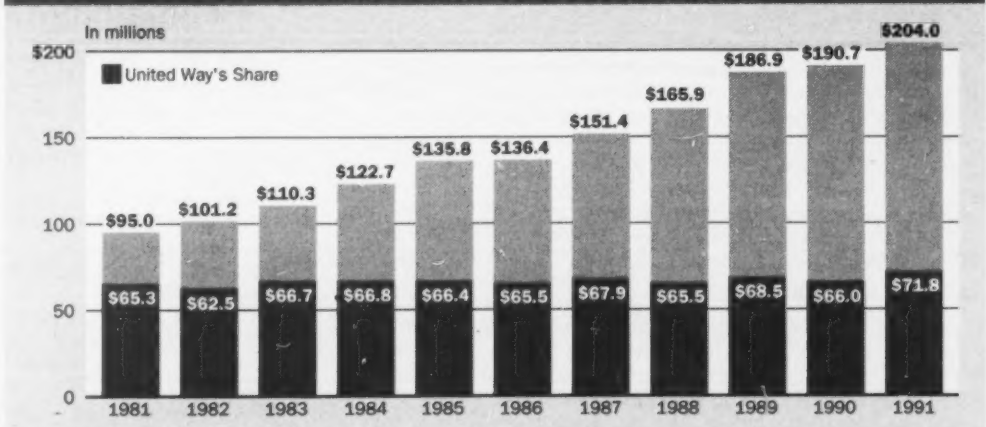
The 1991 Combined Federal Campaign raised $203.7-million, compared with the $190.6-million brought in during 1990.

Dennis Matteotti, acting director of the campaign, said participation in the drive remained steady at about 53 per cent of employees while the size of the average gift increased to $82.51, up from $76.20 in 1990.

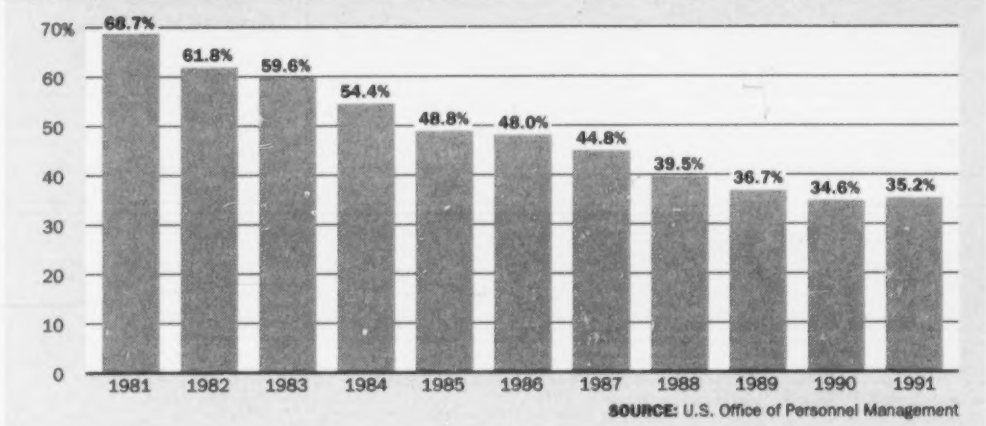
"Our average gift has been rising each year," he said. "Our participation is staying about the same, so that's why we had a fairly good increase in contributions."

A record 640 charities were allowed to participate in the 1991 campaign. Next year that number will swell to close to 800 as more non-profit organizations recognize the drive's potential for contributions and seek to participate, Mr. Matteotti said. —BRUCE MILLAR AND JENNIFER MOORE

Donations to the Combined Federal Campaign



How United Way's Share Has Fallen as a Percentage of the Total



SOURCE: U.S. Office of Personnel Management

CHRONICLE CHART BY JOJO GRAGASIN

Preliminary Results From 67 United Way Campaigns Conducted in 1991

	1990	1991	Percentage change	Percentage of goal
Akron, Ohio	$10,315,000	$10,402,000	+ 0.8%	98.6%
Atlanta	51,000,000	54,049,928	+ 6.0	100.1
Baltimore	38,552,800	39,009,745	+ 1.2	96.6
Birmingham, Ala.	17,469,720	18,409,115	+ 5.4	101.7
Boston	47,851,228	47,311,768	– 1.6	96.1
Buffalo, N.Y.	17,115,129	17,215,494	+ 0.6	100.1
Charlotte, N.C.	18,028,083	18,029,000	0.0	100.0
Chattanooga, Tenn.	10,903,658	10,993,285	+ 0.8	100.8
Chicago	103,501,000	105,581,000	+ 2.0	95.1
Cincinnati	43,220,264	43,355,643	+ 0.3	100.1
Cleveland	52,024,915	51,306,124	– 1.4	98.5
Columbus, Ohio	32,165,591	33,005,250	+ 2.6	100.4
Dallas	41,841,166	41,977,500	+ 0.3	97.3
Dayton, Ohio	20,211,135	19,918,856	– 1.4	98.6
Deer Park, N.Y.	10,109,000	9,800,000	– 3.0	93.3
Denver	27,616,612	27,550,000	– 0.2	95.0
Des Moines	10,144,121	10,401,698	+ 2.5	97.7
Detroit	63,546,035	62,006,327	– 2.4	n/a
Flint, Mich.	9,000,618	9,080,315	+ 0.9	100.9
Fort Worth	23,712,000	23,610,508	– 0.4	104.9
Grand Rapids, Mich.	11,750,000	12,006,975	+ 2.2	n/a
Hartford, Conn.	26,413,950	26,511,000	+ 0.4	98.2
Honolulu	18,165,996	18,767,269	+ 3.0	98.7
Houston	61,616,847	64,003,621	+ 3.9	94.5
Indianapolis	29,593,219	31,572,122	+ 6.7	100.0
Irvine, Cal.	21,435,619	21,038,858	– 1.9	91.5
Jacksonville, Fla.	14,161,691	15,706,926	+10.9	n/a
Kansas City, Mo.	32,519,832	33,356,297	+ 2.6	101.6
Los Angeles[1]	90,139,563	86,200,000	– 4.4	n/a
Louisville, Ky.	19,508,000	20,883,000	+ 7.0	100.5
Memphis	18,575,590	19,132,775	+ 3.0	n/a
Miami	19,700,000	20,010,930	+ 1.6	100.1
Milwaukee	24,335,517	26,012,218	+ 6.9	97.8
Minneapolis	45,100,786	47,025,000	+ 4.3	99.0
Nashville	$18,000,000	$19,004,933	+ 5.6%	100.0%
New Orleans	17,650,000	18,020,000	+ 2.1	96.9
New York	77,600,000	n/a	n/a	n/a
Newark	12,417,000	n/a	n/a	n/a
Norfolk, Va.	17,055,861	16,670,395	– 2.3	97.5
Oklahoma City	9,601,227	10,030,391	+ 4.5	95.3
Omaha	13,602,310	14,262,814	+ 4.9	97.7
Orlando, Fla.	10,907,252	12,107,091	+11.0	n/a
Philadelphia	55,549,880	55,270,000	– 0.5	98.7
Phoenix	18,017,757	19,465,040	+ 8.0	102.3
Pittsburgh	36,571,642	36,741,107	+ 0.5	96.5
Portland, Ore.	19,600,000	20,600,000	+ 5.1	100.5
Providence, R.I.	14,600,296	14,615,000	+ 0.1	90.8
Raleigh, N.C.	9,420,923	10,002,489	+ 6.2	100.5
Richmond, Va.	18,191,025	19,001,024	+ 4.5	100.0
Rochester, N.Y.[2]	37,366,678	35,403,518	– 5.5	91.9
Sacramento, Cal.	13,176,636	13,202,000	+ 0.2	90.9
St. Louis	49,431,469	50,078,930	+ 1.3	100.2
St. Paul	19,300,000	20,115,325	+ 4.2	100.1
San Antonio	21,364,189	23,001,010	+ 7.7	104.6
San Diego	29,700,000	30,370,000	+ 2.3	94.9
San Francisco	57,747,000	59,008,528	+ 2.2	96.7
Santa Clara, Cal.	25,353,933	25,908,387	+ 2.2	n/a
Seattle	42,282,702	45,502,702	+ 7.6	100.0
Tampa, Fla.	9,741,510	10,141,223	+ 4.1	n/a
Toledo, Ohio	12,752,630	12,802,710	+ 0.4	n/a
Tucson, Ariz.	10,231,434	9,851,510	– 3.7	n/a
Tulsa, Okla.	14,960,920	16,372,900	+ 9.4	100.0
Washington	72,360,772	74,895,519	+ 3.5	n/a
White Plains, N.Y.[1]	15,119,466	15,200,000	+ 0.1	96.2
Wichita, Kan.	10,251,626	11,208,179	+ 9.3	104.7
Wilmington, Del.	17,887,142	17,928,676	+ 0.2	97.4
Winston-Salem, N.C.	11,067,668	11,892,511	+ 7.5	100.0

[1] Campaign not completed. [2] Totals are for spring 1991 and 1992. n/a Not available.

SOURCE: United Way of America

Campaign Update

Status and recent results of drives for endowments and capital improvements

	Started or announced	To conclude	Goal	Amount raised
California Shakespeare Company	Dec. 1987	May 1992	$2,810,000	$2,820,000
City U. of New York–College of Staten Island	April 1992	Sept. 1997	10,000,000	750,000
Davidson College (N.C.)	Nov. 1989	June 1995	150,000,000	98,300,000
Pittsburgh Foundation	April 1985	April 1995	50,000,000	56,000,000
South Shore Health and Educational Foundation (Mass.).	Oct. 1990	May 1992	3,200,000	3,200,000
U. of Alabama	May 1992	May 1997	165,000,000	61,900,000
Ursinus College (Pa.)	June 1992	Dec. 1994	39,000,000	20,000,000

House Panel Approves Cut in Charity-Mail Subsidy

By HOLLY HALL
WASHINGTON

Federal spending on non-profit mailings would be cut drastically under a plan approved by a House appropriations subcommittee last week.

Lobbyists for non-profits said the plan could cause postage rates for charities to increase by as much as 60 per cent in the fiscal year that begins October 1.

However, subcommittee staff members said lawmakers were taking steps to make sure their action did not lead to an increase in postal rates for non-profits. They said they were working on a plan that would keep rates stable by changing how the subsidies work while reducing the amount the government had to spend on them.

Even with those assurances, charity lobbyists said they feared that the appropriations action could eventually lead to sharp increases in rates.

If efforts to change the subsidy system do not pass but Congress votes a lot less for the subsidies, non-profit groups could face problems.

$200-Million Approved

Each year, Congress provides money to the Postal Service to make up the difference between the lower postage paid by non-profits and the actual costs of delivering their mail.

In a meeting that was closed to the public, subcommittee members voted to provide $200-million in non-profit mail subsidies.

They also approved a provision that would order the Postal Service to maintain current rates for non-profit postage throughout fiscal year 1993, which begins October 1, according to subcommittee aides.

The $200-million figure is less than half of the $481.9-million that postal officials say they need to keep non-profit postage rates stable in fiscal 1993.

The action last week was the first key step in the long process of appropriating money for the next fiscal year.

The bill still must be considered by other House and Senate panels, then approved by both chambers. Spending measures often aren't made final until very close to the beginning of the government's new fiscal year.

Scouts Call for Protest After More Companies Stop Gifts

Boy Scouts of America is calling for a nationwide protest against three companies and a local United Way that have cut off support for the youth group because it bars gays and atheists.

This month, two San Francisco–based companies—Wells Fargo Bank and BankAmerica Corporation—became the latest to announce that they will cease grants to the Scouts because both companies have policies barring support for non-profits that discriminate on any of several grounds, including sexual orientation and religion. Wells Fargo had given an average of $35,000 yearly to Scout councils throughout California, and BankAmerica gave $30,000 last year.

Levi Strauss & Company and the Levi Strauss Foundation last month said they would cease their support for the Scouts, and the United Way of the Bay Area in San Francisco announced in April that, beginning next year, it would stop the Scouts' general allocation, which was $849,000 in 1991.

Contributions from the four organizations constituted more than 20 per cent of the combined revenue for the six San Francisco Bay area councils.

In response, Buford Hill, the Scouts' Western regional director, called a press conference to announce that the Boy Scouts would ask all 5.3 million youth members and adult leaders across the country to write, call, or visit the three companies and the Bay Area United Way to protest their decisions.

'Silent Majority' Fighting Back

"The silent majority of this country has been becoming less silent, and we believe will, in fact, become quite vocal about United Way of the Bay Area's attempts to manipulate American values," he said. Mr. Hill alleged that the United Way had pressured the companies to "kick out the Boy Scouts."

John Stafford, a spokesman for the Bay Area United Way, denied the charges. "We believe we reflect the dominant values of the community," he said. "And I believe that reflection is exemplified in the kinds of corporate policies that have led several major local employers to unilaterally reach the same conclusion we have—and I underline unilaterally."

For people who wish to use United Way's "donor choice" to direct all of their contributions to the Boy Scouts, Mr. Hill suggested that the money be sent directly to the Scouts, thereby denying United Way the overhead charge it receives for processing such contributions. Mr. Stafford said that charge amounts to 13.9 per cent of the donation.

Mr. Hill said in an interview that his office had already received a "flood" of calls from people who said they had closed their bank accounts at BankAmerica and Wells Fargo in protest. A Wells Fargo spokeswoman said the bank had received calls both for and against the decision, but that she knew of no customer who had closed an account over the Scouts issue.

Russ Yarrow, a BankAmerica spokesman, said: "Some people have closed their accounts; we don't think it's significant."

Mr. Hill said that the companies' decision to cut off funds would hurt the Scouts' outreach programs, which serve inner-city children and kids with disabilities.

Boy Scouts of America requires members to pledge their duty to God and bars homosexuals because it contends that they do not adhere to a requirement that Scouts be "morally straight" and "clean."

—KRISTIN A. GOSS

Interest Rates for Planned Gifts

Following are the interest rates, provided by the Internal Revenue Service, for computing charitable deductions for charitable remainder trusts, gift annuities, charitable lead trusts, and some other deferred gifts.

July 1991	9.6%
August	9.8
September	9.6
October	9.0
November	8.6
December	8.6
January 1992	8.2
February	7.6
March	8.0
April	8.4
May	8.6
June	8.4

SOURCE: PG Calc Inc.

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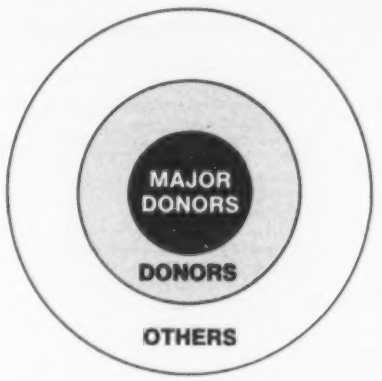

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